Scope

This reference document describes the Work Breakdown Structure, Milestones, Activity templates, and Comments used on projects falling under the military program, including Military Construction (MILCON), Reimbursable (O&M, etc.), and other programs, such as Real Estate support. There is also a section on contingency development and usage within the military program.

Distribution

Project Manager (PM)

Project Delivery Team (PDT)

Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary and that it reflects actual practice.

Work Breakdown Structure (WBS)

Districts need to have the flexibility to adjust the templates as required. Response: The WBS will not be changeable because of data integrity issues, however, the activities that define the details of the work can be changed.

01000	Project Management Plan Documents
10000	Project Development Documents
20000	Investigation Products
30000	Design Procurement Products
40000	Design Products
41000	Project Definition Phase (15%)
42000	Concept Design Phase (35%)
42400	Value Engineering
43000	Preliminary Design Phase (65%)
44000	Final Design Phase (95%)
45000	Ready-to-Advertise Design Phase (100%)
50000	Construction Procurement Products
60000	Construction Products
61000	Work Agreement
62000	Construction Management
70000	Fiscal Closeout Products
80000	Operation and Maintenance Products
90000	Real Estate Products

All projects falling under the military program will use the same Work Breakdown Structure. Few (if any) projects will have activities within all of the WBS.

Milestones

Milestone No.	Milestone Name	CMR	PRB	RBC	Remarks
006	Start Development of PMP				
009	Project Management Plan Approval		X	X	
012	Design Criteria Available				
018	AE Contract Award				
021	Initiate RE Acquisition				
025	Design Start		X	X	
403	Receive S1 Submittal				Medical Project
405	Receive Parametric Design (15%) Submittal				S2 for Medical
030	Parametric Design (15%) Complete	X	X	X	For projects with PD (formerly Project Definition for Army)
412	Receive Concept (30%) Submittal				
031	Concept (35%) Design Complete	X	X	X	For projects with a concept design
036	Start Final Design		X	X	
039	Complete RE Acquisition				
415	Receive 65% Submittal				
425	Receive Final (90%) Submittal				
430	Receive 100% Submittal				
435	Receive Corrected Final Submittal				
042	Final Design Complete/RTA	X	X	X	
445	BCO Certification				
101	Issue Presolicitation Notice in CBD				
045	Advertise		X	X	Issue IFB, RFP, etc.
048	Construction Contract Bid Open		X	X	
051	Construction Contract Award	X	X	X	
054	Notice to Proceed (NTP) Acknowledged				
066	Beneficial Occupancy Date	X	X	X	
069	Actual Contract Completion				Physical contract completion.
072	Construction Contract Closeout			X	Fiscal completion of a contract.
450	Project Fiscally Complete				All contracts complete and funds returned.

There is nothing sacrosanct about the milestone numbers. The names are what we need to have standard. Milestones are activity codes within P3e and are assigned to activities that are designated as type "milestone".

The milestone "Project Management Plan Approval" is required on all but the simplest of projects. "Design Start" will be used as the designated start of studies as well as actual design. Either "Parametric (15%) Design Complete" or "Concept (35%) Design Complete" will be used on ALL Military Construction (MILCON) projects. “Start Final Design” will also be used on ALL MILCON projects. “Final Design Complete/RTA” will be used on ALL projects which include construction activities and to designate the completion of studies. ALL projects proceeding to construction will include “Advertise”, “Construction Contract Bid Open**/RFP Due Date**”, **(we don’t have bid openings for RFP or design build), Response: By customary use, the bid opening date and RFP due date are one and the same. We will change the the name to reflect this.** “Construction Contract Award”, “Notice to Proceed (NTP) Acknowledged”, “Beneficial Occupancy Date”, “Construction Contract Closeout” and “Project Fiscally Complete”. The remaining milestones are made available for use by individual districts/labs/centers/regional business centers for their use in managing their individual projects/programs. Many of these are included in the activity templates but their use is optional.

Activity templates

A number of activity templates have been developed to aid in the establishment of projects within P3e. They include activities, milestones and schedule logic. Activities can be **added, Response: accepted.** modified, deleted, or ignored based on the requirements of the particular project. Caution should be used in deleting milestone activities to ensure that all mandatory milestones remain. The user can create their own activity schedule and logic, but in doing so, must make sure that all mandatory milestones are included at the appropriate location in the schedule logic to capture required data.

A-E Design Bid Build – Activity template for projects designed by an A-E that include a 15% submission and then proceed to 95%.

A-E Design Bid Build with 65% - Activity template for projects designed by an A-E that include a 15% submission, but also include a 65% submission prior to proceeding to 95%.

A-E Design/Build – Activity template for design/build RFP’s developed by an A-E. **The design portion of the RFP needs to be modified to call out only design products as a work break down structure. Districts will have the flexibility to add sub-activities under the 4000 WBS to map the RFP design element process. Response: The design submissions (draft and final RFPs) required during the design phase are included. Other WBS, such as PMP development and Construction Procurement Products, are required as well. Changing activities to meet the requirements of a given district or project will be allowed.**

A-E Medical Design Bid Build – Activity template for medical projects design by A-E, including all intermediate submissions (S1, S2, etc.) as well as presentations to DMFO, leading to a fully designed medical project.

A-E Study – Activity template for larger studies that are performed by A-E.

Environmental Study – Activity template for simpler/shorter duration studies.

Hired Labor Design Bid Build – Activity template for projects designed by in-house forces that include a 15% submission and then proceed to 95%.

Hired Labor Design Bid Build with 65% - Activity template for projects designed by in-house forces that include a 15% submission, but also include a 65% submission prior to proceeding to 95%.

Hired Labor Design/Build - Activity template for design/build RFP's developed utilizing in-house forces. **The design portion of the RFP needs to be modified to call out only design products as a work break down structure. Districts will have the flexibility to add sub-activities under the 4000 WBS to map the RFP design element process. Response: The design submissions (draft and final RFPs) required during the design phase are included. Other WBS, such as PMP Development and Construction Procurement Products, are required as well. Changing activities to meet the requirements of a given district or project is allowed.**

Hired Labor Study – Activity template for larger studies that are performed by in-house forces.

IDIQ Task Order/Small Project – Simplified activity template for projects executed under an IDIQ task order or other simplified procurement strategy requiring little or no design.

Real Estate Acquisition – Activity template for acquisition of real estate.

Real Estate Disposal – Activity template for disposal of lands no longer required by the government.

Real Estate Outgrant – Activity template for award of an outgrant.

Homeowners Assistance Program – Activity template for executing the Homeowners Assistance Program (HAP).

Small projects need to be incorporated. Response: Additional templates will be added, including one or more for small projects.

Comments

In P3e, notebook fields can be assigned at the project, WBS, or activity level (or multiple levels). There will be five types of notebook fields at the project level used for specific purposes as defined below.

Synopsis – A short project description (paragraph or less) used in reports, fact sheets, etc.

Detailed Project Scope – Complete details of the scope of the project as defined in the DD 1391 or provided by the customer. This field will be updated to reflect the current agreement with the customer on the scope of the project.

Status – Brief status of the project for use in reports. This field is NOT to be used to discuss project issues.

Issues for Higher Headquarters/Customer – Issues that are included in upward reporting and reports to the customer.

Issues for Internal Use Only - Issues that are for use within a district/lab/center prior to their release to Higher Headquarters or the customer, such as issues to be addressed by the PRB. These issues may be resolved without release to Higher Headquarters or the customer.

Contingency

This entire section needs to be deleted and moved to REF 1011. It is mostly a duplicate of REF 1011 contingency Funds, Project level. Some of the discussion below would enhance REF 1011. Response: The BP/P2 team will evaluate and eliminate the redundancy.

Contingency funds are program or project funds that have been set-aside, or reserved, to cover program or project uncertainties. Ideally, the greater the uncertainty of a program or project, the greater the percentage of available funds set aside as program or project contingency funding.

Many customers and agency programs have established/negotiated unique definitions of contingency funds, based on a set percentage of total programmed funds. Some customers, like the US Air Force, have established USACE-wide criteria for the use of contingency funds, requiring coordination and approval outside of the responsible USACE MSC or PDT membership.

Program managers are responsible for coordination and approval of such actions outside of the MSC or PDT membership. Program managers must certify that USACE approved, customer contingency funding criteria have been met before authorizing use of such funds.

The PDT is responsible for developing project budgets, identifying the level of uncertainty, and including an appropriate amount of contingency in the budget.

Budgets for studies, designs and construction will be developed by the PDT and include a contingency amount commensurate with the level of uncertainty associated with the particular study or design. There is not a separate line item for contingency in a design or study, but the level of effort used in the development of the project budget will include a contingency amount of effort to deal with the level of uncertainty in the design/study effort on a particular project.

Estimated construction costs will include a contingency amount based on the level of design detail and uncertainty (i.e., a 15% design estimate would have a higher contingency in the estimate than a 95% design estimate). This is not to say that the contingency line item in the construction estimate will be adjusted, just that the components of the estimate will include a contingency amount based on the uncertainty of the particular component.

A current working estimate (CWE) will be prepared at each design submission and include a contingency amount as specified by the provider of the funds (Air Force, Army, DPW, BCE, or other military customer). Supervision and Administration (S&A) will be calculated based on the estimated or actual contract amount plus allowed contingency and included in the CWE.

Mandatory changes will be funded from the contingency amount when adequate contingency is available. Costs above the available contingency must be addressed by securing additional, appropriate customer funds or reductions in construction scope. User changes must be approved by the appropriate authority and are funded using contingency funds or additional customer funds.

Contingency funds shall not be distributed to a specific program or project activity by anyone other than the responsible program manager or his/her designated representative.

Distribution can be made to a specific activity only after established program/project specific requirements have been meet, certified and approved by the program manager or designated representative.

The Program Manager may delegate approval and certification of contingency funds to a designated representative (usually the PM). However, the Program Manager:

- Must make such delegations by name.
- May designate no more than one representative per project.
- May change representatives at any time during the life of a project.

The Program Manager's appointment cannot be further delegated. A single individual may be delegated contingency fund authorization for multiple projects.

Contingencies may be stored in a separate work item if desired, but that is not a requirement.

The PM is responsible for returning remaining contingency funds to the customer upon project completion.